Int'l Acquisition Career Path and AT&L IC Mission Support

At DAU

CUBIC Corporate University Best In Class ’02

#1 THE TOP 10 EXCELLENCE IN LEADERSHIP DEVELOPMENT Executive Excellence Publishing ’05 ’06

CHIEF LEARNING OFFICER Learning In Practice Awards ’04 ’06 ’07

#1 ASTD BEST ’03 ’04

ACCREDITED COUNCIL ON OCCUPATIONAL EDUCATION COE

Today's Topics

Time Block 1: (0800 - 0850)

- Intros and Discussion of Meeting Objectives
- DSMC-I Overview
- Training Concepts

Time Block 2: (0905 – 1000)

- Competency Review
- Current Learning Assets
- IACP Discussion

Time Block 3: (1015 – 1100)

- IACP Path Management
- DSMC-I Mission Support

Time Block 4: (1115 – 1200)

- Assistance Needed
- General Discussion, Wrap-Up & Action Items

Meeting Objectives

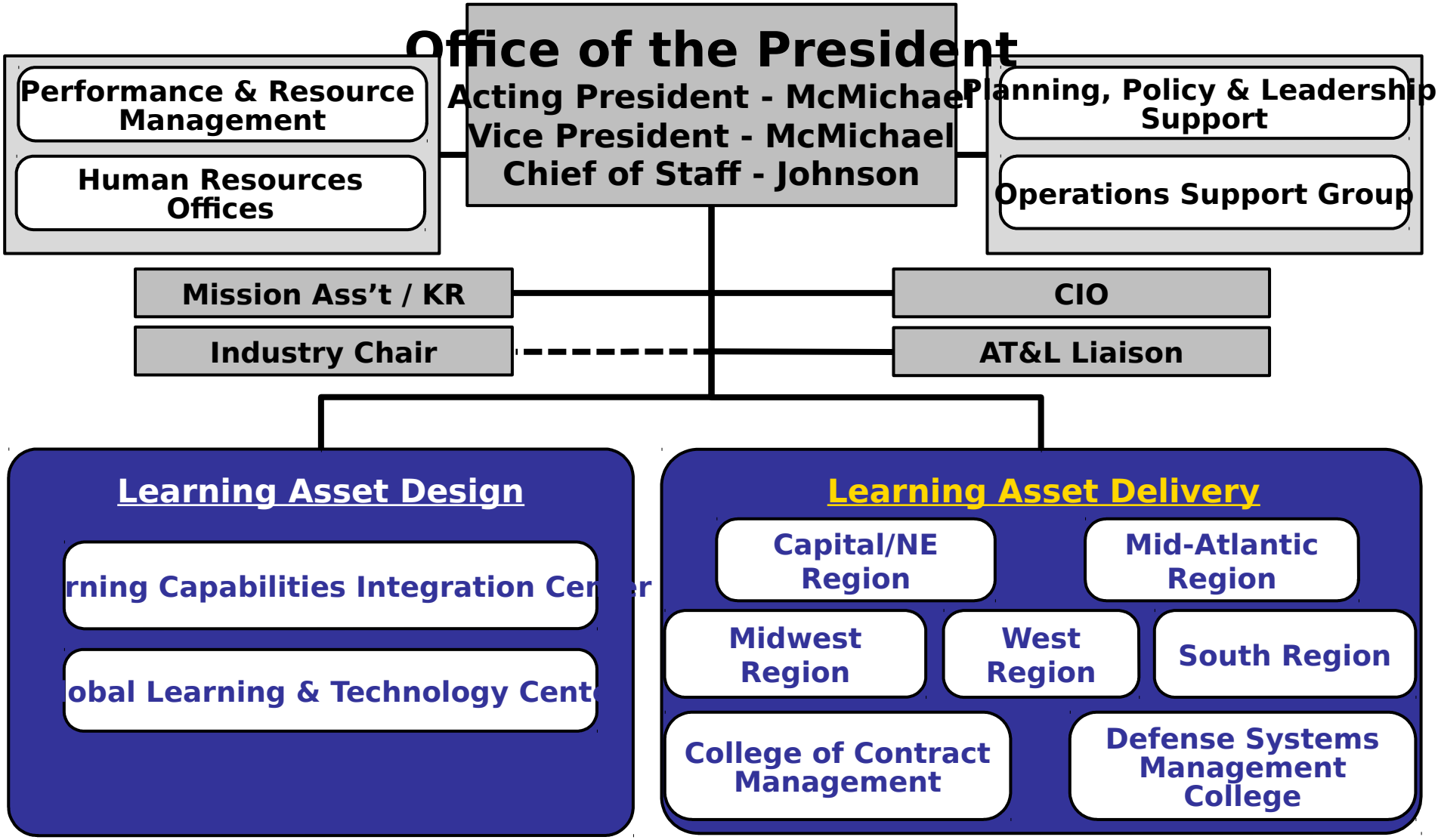
General: Provide Director IC and key staff with detailed knowledge of DAU efforts to support AT&L and AT&L/IC initiatives

Specific:

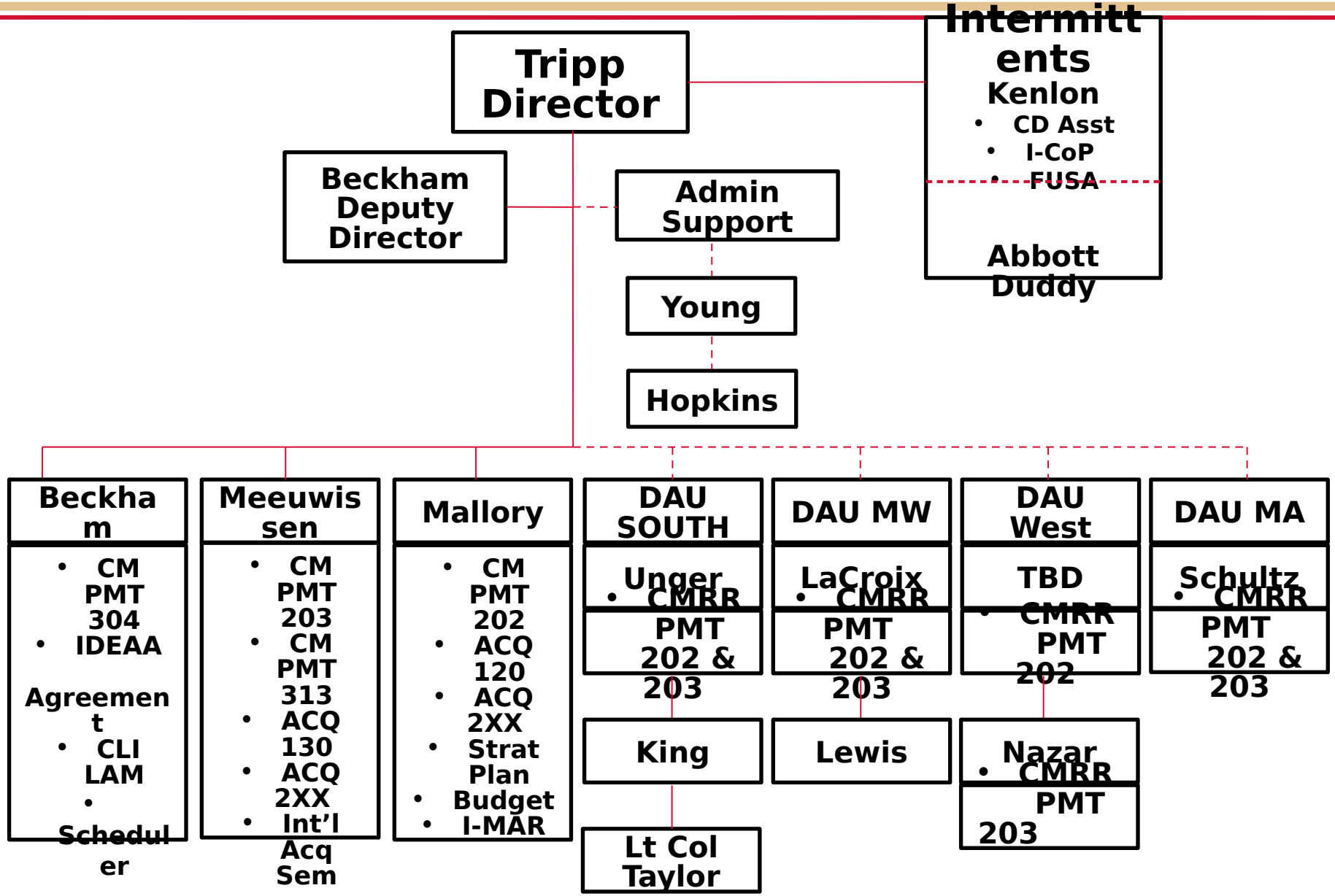
- **Review IACP competencies**
- **Review ongoing and planned DAU courses and curriculum development efforts**
- **Review IACP management approach**
- **Discuss current and planned DAU 'Mission Support' to AT&L, AT&L/IC and Defense Acquisition Workforce**
- **Address issues and discuss assistance required**

DSMC-I Overview

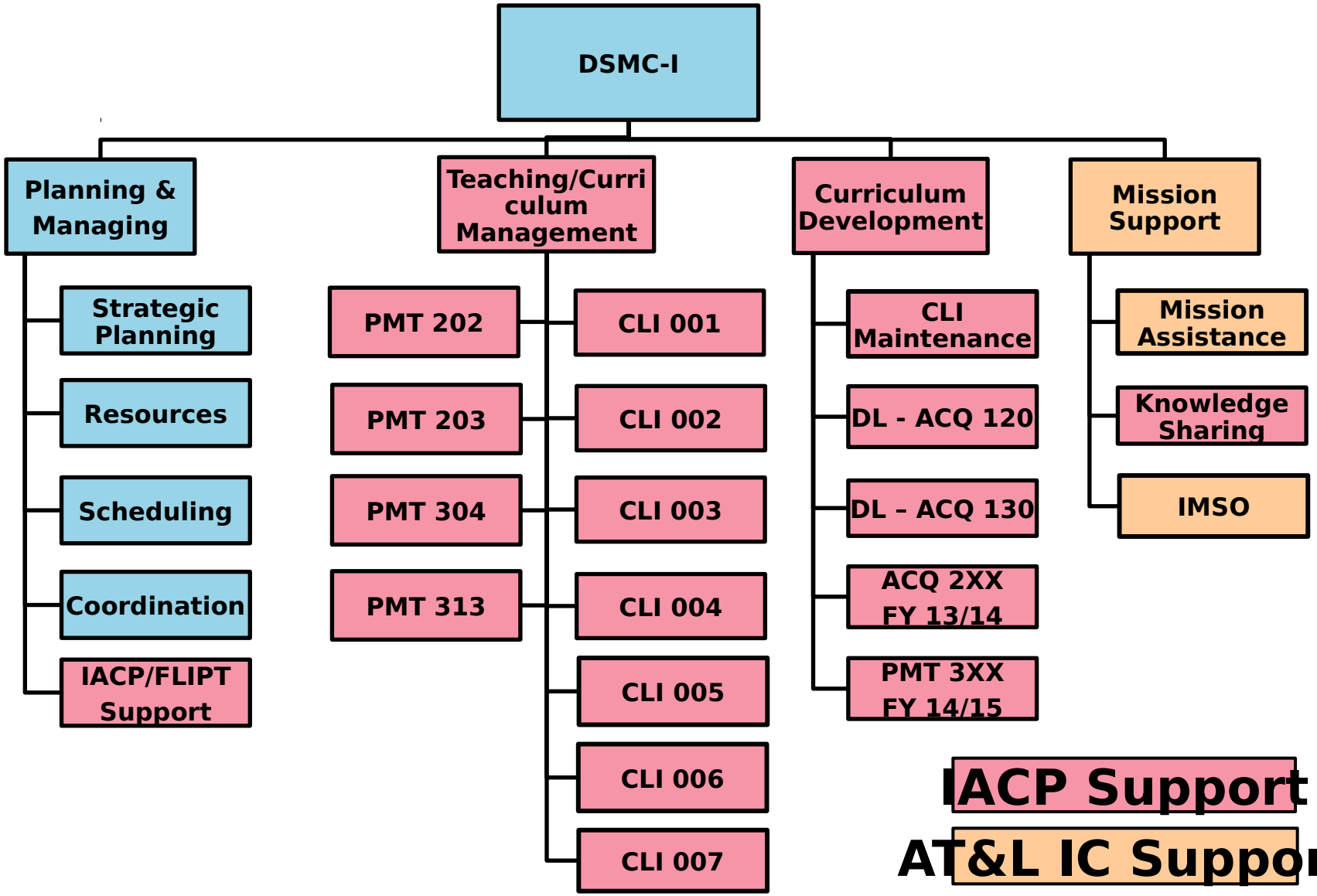
Defense Acquisition University



Functional Structure



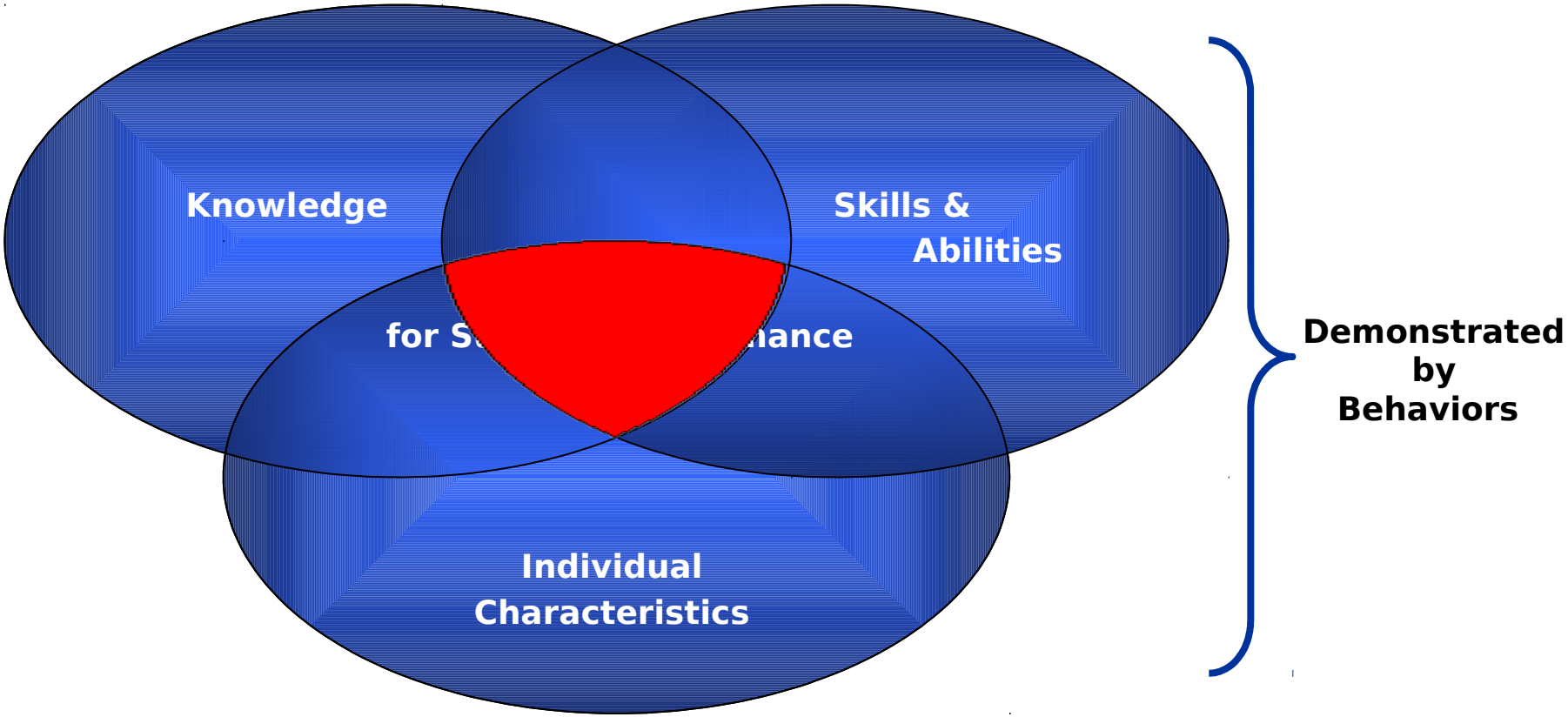
DSMC-I Functional Breakdown



Training Concepts

Competency is…

- **“ …. an observable, measurable pattern of skills, knowledge, abilities, behaviors & other characteristics that an individual needs to perform work roles or occupational functions successfully.” (OPM definition)**



What does a "Competency" Look Like?

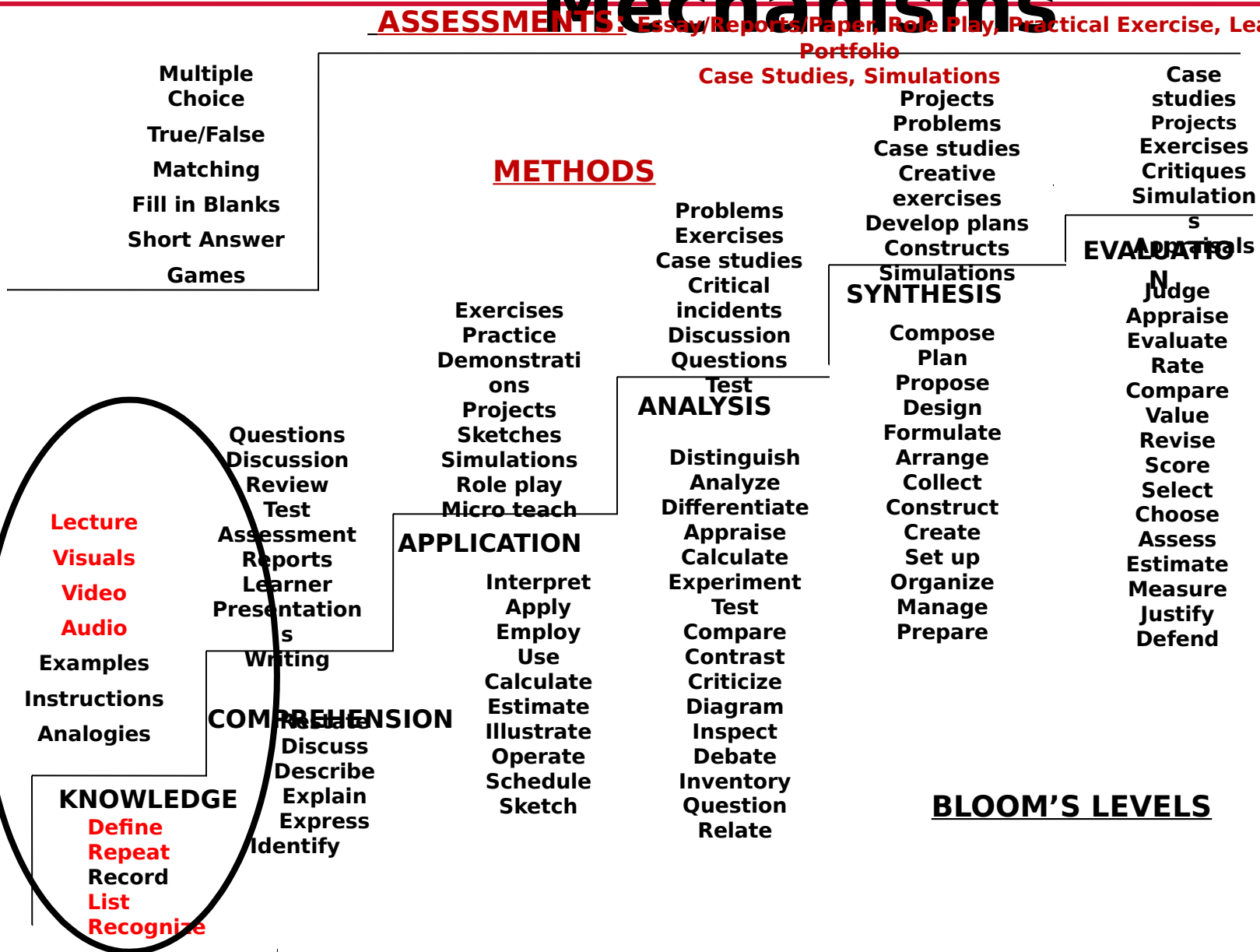
Example from "International Program Management" Career Track

- **Level I: "Outline proper International Technology Security considerations"**

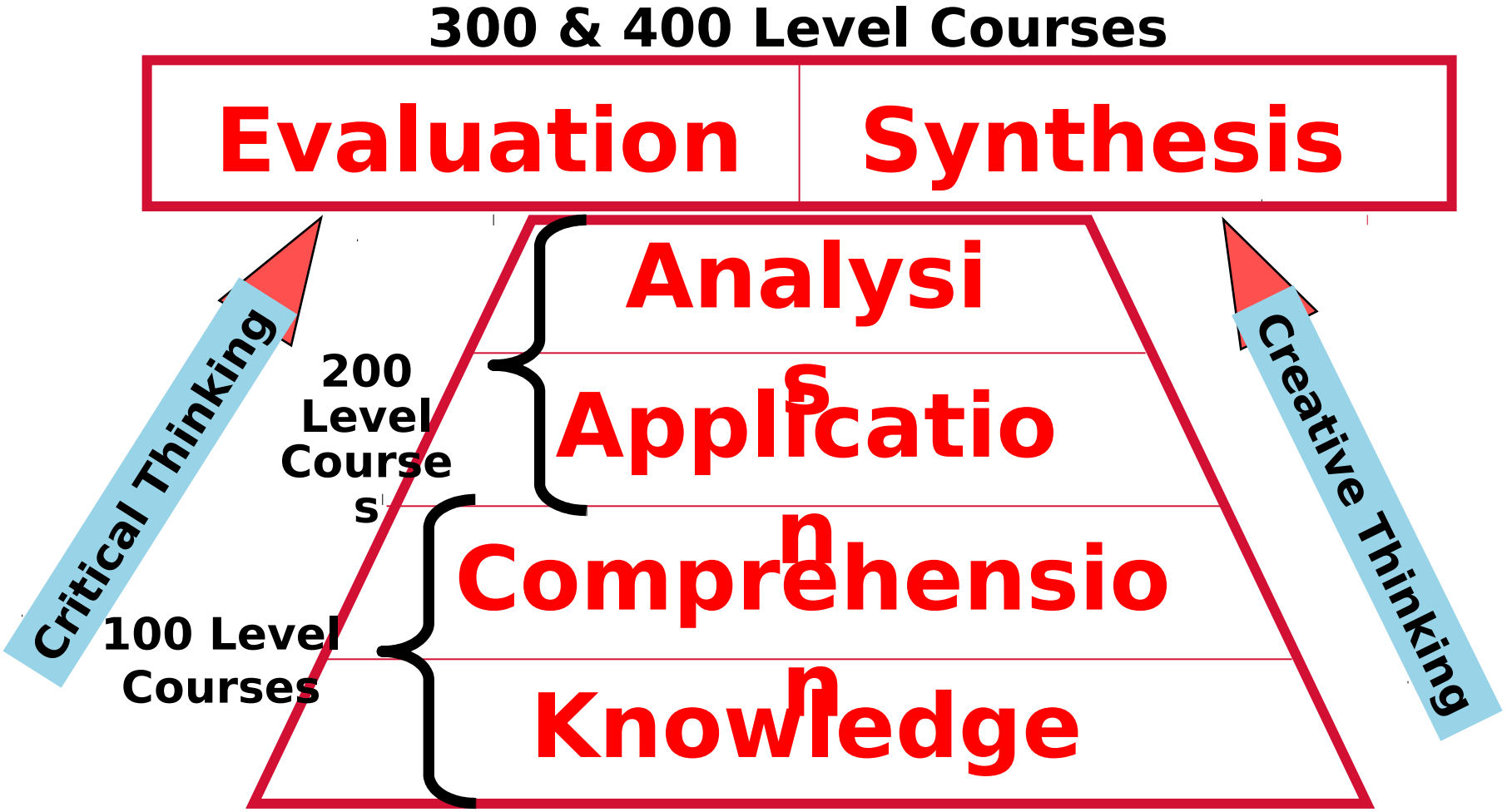
- **Level II: "Use International Program Security and Tech Transfer procedures"**

- **Level III: "Employ and validate proper International Technology Security"**

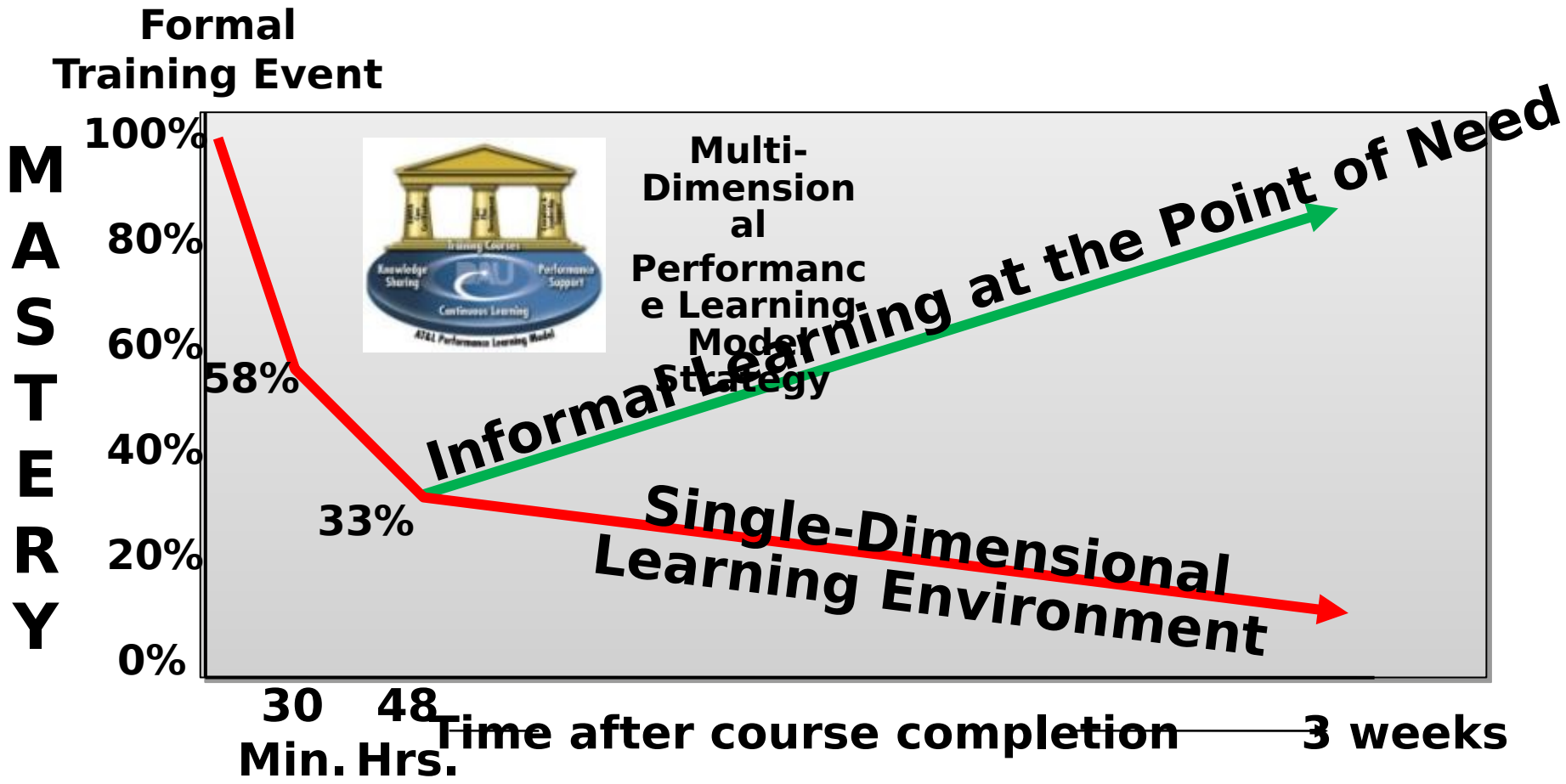
Example: Learning Mechanisms



Cognitive Taxonomy, Thinking and Levels of DAU Courses



Integrating Formal and Informal Learning



Source: Research Institute of America

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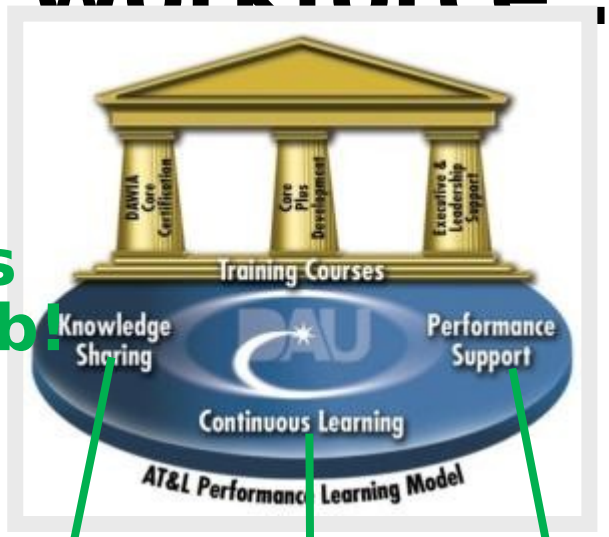
Supporting the Defense Acquisition Workforce…

Filling learning gaps with a continuous presence on the job!



…with & Formal Learning Informal

Communities Of Practice

CL Module

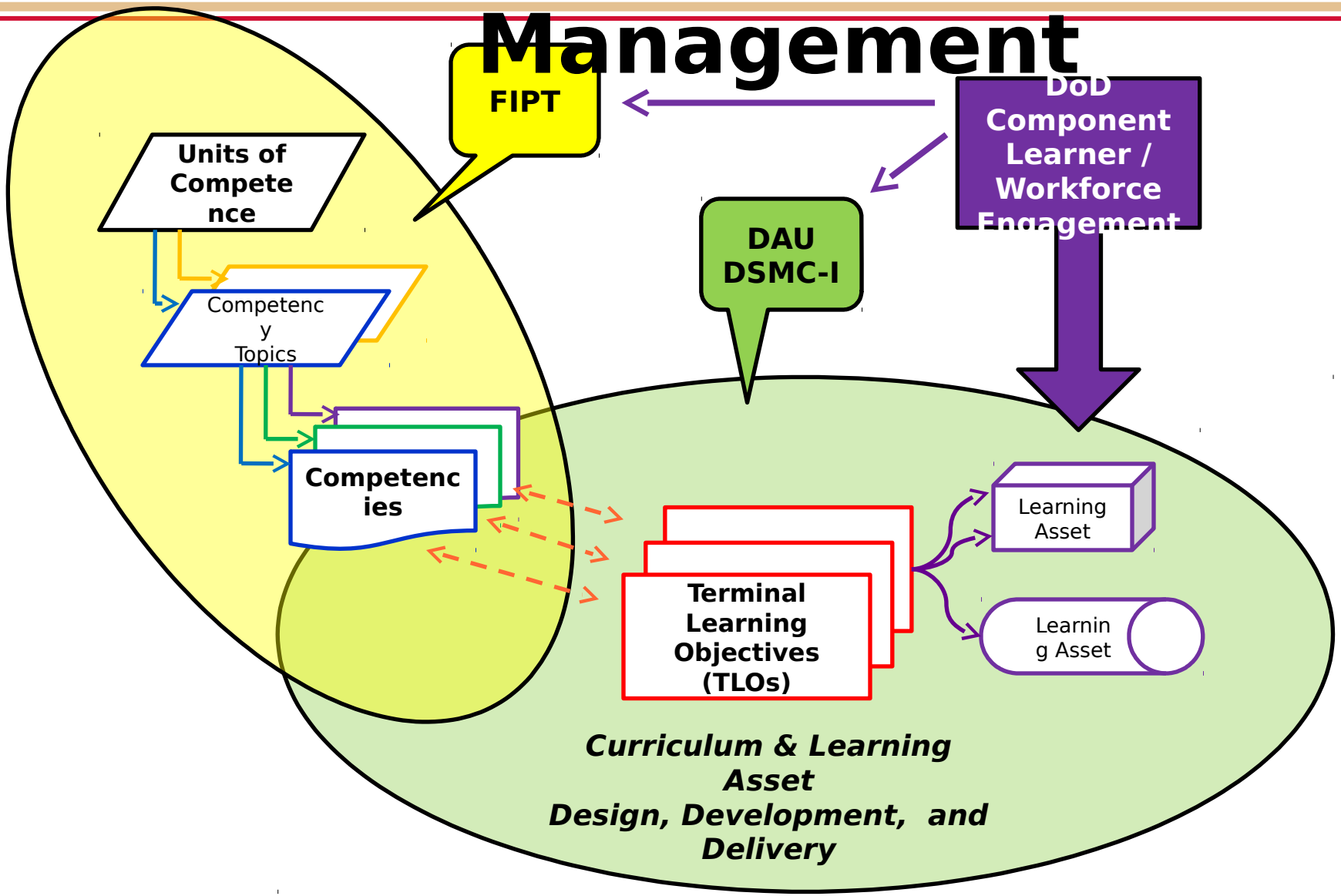
Onsite Consulting

Formal Course → Formal Course → Formal Course → Formal Course →

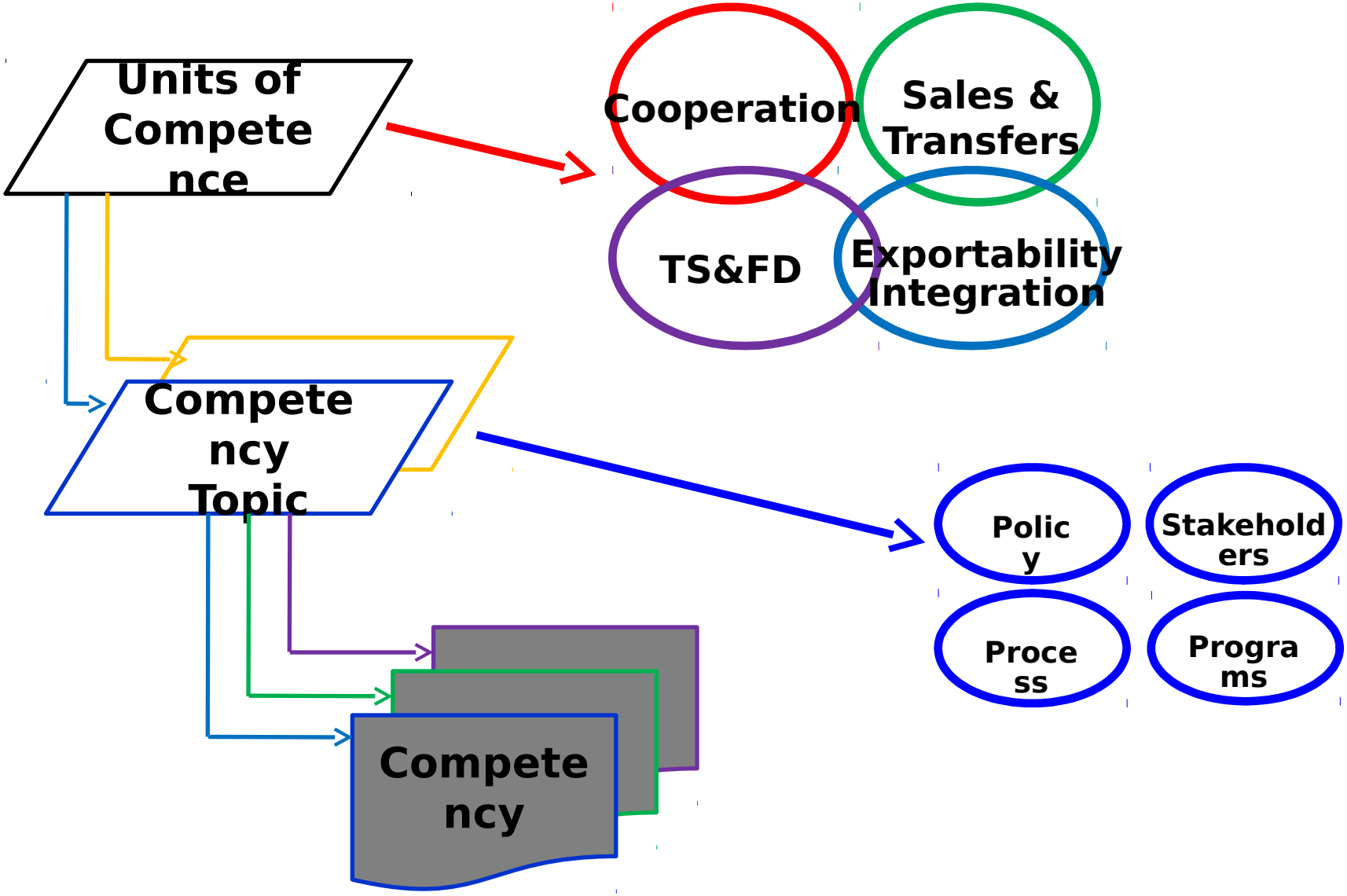
DoD Acquisition Career

Current Competency Discussion

Competency Management



International Acquisition Model



Level I/II

Cooperation
Explain statutory, regulatory, and policy requirements
Differentiate key stakeholders' roles, responsibilities, and interests
Illustrate how cooperative programs relate to JCIDS, Security Cooperation, and the Defense Acquisition System (DAS)
Examine practices to achieve positive outcomes for the DoD and acquisition partner nations
Associate processes required to plan and implement cooperative programs
Sales & Transfers
Explain statutory, regulatory, and policy requirements
Differentiate key stakeholders' roles, responsibilities, and interests
Illustrate how sales and transfers relate to Security Cooperation and the Defense Acquisition System
Examine practices to achieve positive outcomes for the DoD and customer/building partner capacity nations
Associate processes required to plan and implement sales and transfers programs
TS&FD
Explain statutory, regulatory and policy requirements
Differentiate key stakeholders' roles, responsibilities, and interests
Relate TS&FD processes
Describe the interrelationships among TS&FD, cooperative programs, sales and transfers programs, and exportability
Exportability Integration
Explain statutory, regulatory, and policy requirements
Differentiate key stakeholders' roles, responsibilities, and interests
Relate how exportability planning and implementation promotes development and fielding of exportable systems to support Security Cooperation
Describe the interrelationships between exportability, JCIDS, DAS, and TS&FD

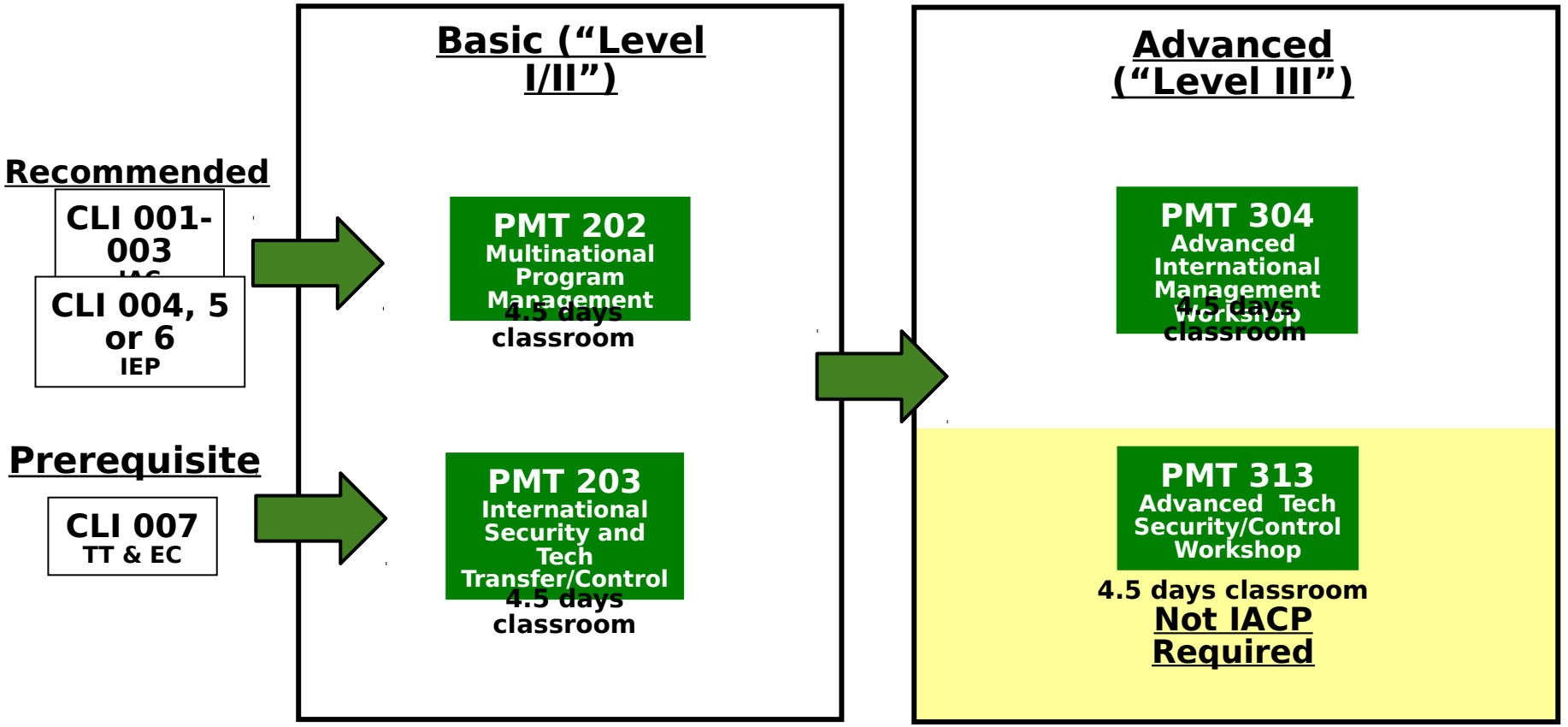
Level III

Cooperation
Justify statutory, regulatory, and policy requirements
Critique key stakeholders' roles, responsibilities, and interests
Evaluate how cooperative programs relate to JCIDS, Security Cooperation, and the Defense Acquisition System (DAS)
Formulate practices to achieve positive outcomes for the DoD and acquisition partner nations
Assess processes required to plan and implement cooperative programs
Sales & Transfers
Justify statutory, regulatory, and policy requirements
Critique key stakeholders' roles, responsibilities, and interests
Evaluate how sales and transfers relate to Security Cooperation and the Defense Acquisition System
Formulate practices to achieve positive outcomes for the DoD and customer/building partner capacity nations
Assess processes required to plan and implement sales and transfers programs
TS&FD
Justify statutory, regulatory and policy requirements
Critique key stakeholders' roles, responsibilities, and interests
Appraise TS&FD processes
Evaluate the interrelationships among TS&FD, cooperative programs, sales and transfers programs, and exportability
Exportability Integration
Justify statutory, regulatory, and policy requirements
Critique key stakeholders' roles, responsibilities, and interests
Judge how exportability planning and implementation promotes development and fielding of exportable systems to support Security Cooperation
Evaluate the interrelationships between exportability, JCIDS, DAS, and TS&FD

Current Learning Assets

Current Career Path Curriculum

Two levels: "Attached" to program management career field



Continuous Learning Modules

- CLI 001-003 – International Armaments Cooperation (Parts 1, 2, and 3)
- CLI 004-006 – DoD Information Exchange Program (IEP)
- CLI 007 – Technology Transfer and Export Control Fundamentals
- All updated within last 18 months
- Content based on International Cooperation in Acquisition, Technology and Logistics (IC in AT&L) Handbook

Current Resident Course Descriptions

- **PMT-202 Multinational Program Management Course (MPMC)**
  - Course teaches the basics of international acquisition for members of the defense acquisition and international affairs work forces including armaments cooperation and defense sales

- **PMT-203 International Security and Technology Transfer/Control (IS&TT/C)**
  - Course teaches students to identify, analyze, and apply the laws, policies, and processes that govern international security and technology transfer/control

- **PMT-304 Advanced International Program Management Workshop (AIMW)**
  - Course prepares students to participate effectively in development and negotiation of international armaments cooperation (IAC) agreements

ACQ 120 – Fundamentals of International Acquisition

- **Distance Learning course ✉ "going live" October 1st**
- **Approximate "seat hours" will be 20**
- **Lessons**

• Introduction and Summary	• International Agreements Process
• International Acquisition Overview	• Foreign Military Sales Process
• Key Players and Roles	• Security Cooperation Organizations
• International Considerations in Defense Acquisition	• Contracting and International Acquisition
• IAC Objectives & Foundation	• International Logistics
• IAC Agreements and Enabling Programs	• Systems Engineering, Program Protection & Interoperability

ACQ 130 – Fundamentals of Technology Security/Transfer

- **Distance Learning course ✉ "going live" October 1st**
- **Approximate "seat hours" will be 10-12**
- **Lessons**
  - **Course Introduction & Course Summary**
  - **Technology Security Overview**
  - **FTS/T Basics**
  - **Classified Information/Technology**
  - **CUI and FGI**
  - **Foreign Disclosure Authorizations**
  - **Export Authorizations**
  - **Visit Authorizations**
  - **Acquisition Process & Security Related Documents**
  - **National Industrial Security Program**
  - **CFIUS and FOCI**

PMT 313 –Advanced Technology Security/Control Workshop

- **Course Content … Workshop environment**
  - **(6) Lessons, (6) Guest Speakers, (2) P.E.s, and (2) Case Studies**
    - **Speakers – TSFDO, DDTC, Industry, MilDep NDP POC, AT&L/IC, and Policy (ISP)**
  - **Focused on student experiences, open discussions, and relevancy**
  - **Competencies at the "analyze" / "synthesize" / "evaluate" levels**
  - **Flexibility – last class analyzed three current media portrayals**
- **Accomplishments**
  - **Entire course developed in-house; correlates with DEF, ECR, and TS&FD**
  - **Highly positive student feedback**
- **Issues/Concerns**

Advanced International Management Workshop (AIMW) – PMT 304

- **Week-long course meets approved competencies by using AT&L staffing process applied to a multinational scenario to develop and negotiate an IAC agreement**
- **Students interpret and apply scenario to:**
  - **Draft SSOI for RAD**
  - **Use IA Generator to develop agreement text**
  - **Form IPT to review/defend/critique US-draft agreement**
  - **Negotiate agreement as delegation**

Throughput/Attendance

International Classes – FY 13

South

3 x PMT 202 (1@Eglin)(FB Instructor)
3 x PMT 203 (1@Eglin)
1 x PMT 304 (FB Instructor)
7 courses

West

1 x PMT 202 (FB Instructor)
1 x PMT 203
2 courses

Mid Atlantic

1 x PMT 202 (FB Instructor)
1 x PMT 203 (FB Instructor)
1 x PMT 304 (FB Instructor)
3 courses

Offerings grew from 10 in FY 2008 to 20 in FY 11 to 32 in FY12;

Mid West

2 x PMT 202
2 x PMT 203
1 x PMT 304 (FB Instructor)
5 courses

Fort Belvoir

3 x PMT 202
3 x PMT 203
1 x PMT 304
3 x PMT 313 (2 Cancelled)
10 courses

Planned Total

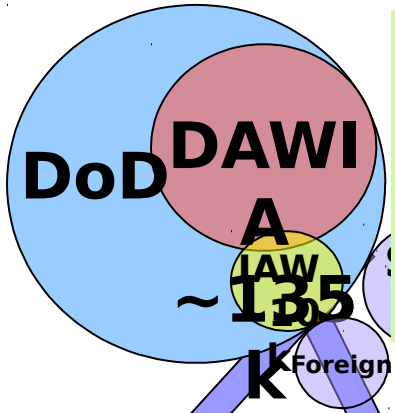
10 x PMT 202
10 x PMT 203
4 x PMT 304
3 x PMT 313
27 courses

Decrease from 32 FY 12 offerings to 27 in FY13 due to Low fill rates

FY 13 fill rates better than FY 12, but a few still low; two classes cancelled with two more in jeopardy

IACP Discussion

IAW Workforce



Security Assistance

SCO Personnel		681
Regional Centers		384
Field Agencies		801
DSCA Activities	230	
DSCA HQ	280	
COCOMS/MAJCOMS		28
Army	1561	
Navy	717	
Air Force	2006	
Work Years		6688

Or approximately 10,000 People

Non-DoD IAW Elements Include:

- Foreign Exchange and Liaison Officers
- Cooperative Program Personnel
- Numerous Support Contractors

SCO Personnel		50
Field Agencies		360
COCOMS/MAJCOMS		40
Army	20	
Navy	25	
Air Force	25	

520 People

Estimated 30% are DAWIA Workforce

USD(AT&L) Memo, June 22, 2007
-- Established the IACP --

- **Goal: Achieve and sustain a high performing, agile and ethical workforce (AT&L *Strategic Goals Implementation Plan* for FY 2007)**

- **Metric: Develop an international acquisition career path.**

- **Rationale: Ensure cognizant officials (e.g. Program Managers) are more knowledgeable of various processes and the implications for international programs, through improved training and education, and professional development.**

- **Implementation:**
  - **Initially aligned with the Program Management**

USD/AT&L Interest Items

- **Need additional disclosure training for acquisition workforce**
  - Training needed at all levels of certification
  - On-line course to help all levels of certification
  - Courses must be available, managed, and mandatory
- **Implement an International Acquisition Career Field or Path**
  - Joint Development and Production with Other Government Agencies and Foreign Countries never became career field, as required by DAWIA
- **Ensure better collaboration**

Certification and Core Plus Development Guides

Program Management Level II

CERTIFICATION STANDARDS & CORE PLUS DEVELOPMENT GUIDE
PROGRAM MANAGEMENT LEVEL II

Type of Assignment	Representative Activities
Weapon Systems	● Structures and guides systems engineering activities. ● Establishes a risk/opportunity program; structures and conducts technical reviews. ● Works with contracting personnel. ● Maintains configuration control. ● Leads IPTs in support of developing and delivering a weapon system, C2/network-centric system, or space system.
Services	● Structures incentives tied to desired outcomes for service contracts, prepares plans for mitigating risks, provides contract tracking and oversight. ● Performs most acquisition planning tasks as established in Attachment 1 to AT&L Services Memo of Oct. 2, 2006.
Business Mgt Systems/IT	Leads IPTs, identifies and manages enterprise-level business systems and issues, and applies performance measures within the acquisition community and program office context that directly impact systems under development.
International Acquisition	Participates in successful cooperative development, production partnership, or system modification/transfer during pre-system acquisition or system acquisition with allied and friendly nations, either cooperative or security assistance in nature.

Core Certification Standards (required for DAWIA certification)	
Acquisition Training	● ACQ 201A Intermediate Systems Acquisition, Part A ● ACQ 201B Intermediate Systems Acquisition, Part B **(R)**
Functional Training	● PMT 251 Program Management Tools Course, Part I ● PMT 257 Program Management Tools Course, Part II ● CON 110 Mission-Support Planning ● or ● CON 115 Contracting Fundamentals ● and either of the following completed on or after Nov 15, 2005 ● SAM 101 Basic Software Acquisition Management ● or ● IRM 101 Basic Information Systems Acquisition
Education	Formal education not required for certification
Experience	2 years of acquisition experience; at least 1 year of this experience must be in program management

Unique Position Training Standards	
EFFECTIVE 1 Oct 2010 International Acquisition (see note 11 below)	● PMT 202 Multinational Program Management **(R)** ● PMT 203 International Security and Technology Transfer/Control **(R)**

Core Plus Development Guide (desired training, education, and experience)	Type of Assignment			
Training	**Wpn Sys**	**Services**	**Bus Mgt/IT**	**Intern Acq**
BCF 215 Operating and Support Cost Analysis **(R)**	✔	✔	✔	
CLE 004 Introduction to Lean Enterprise Concepts	✔	✔	✔	
CLE 006 Enterprise Integration Overview			✔	
CLE 022 Program Manager Introduction to Anti-Tamper	✔			
CLI 004 Information Exchange Program (IEP), DoD Generic				✔
CLL 002 Defense Logistics Agency Support to the PM	✔	✔		
CLL 006 Depot Maintenance Partnering	✔	✔		
CLM 025 Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers	✔	✔	✔	
CLM 031 Improved Statement of Work	✔	✔		
LOG 102 Fundamentals of System Sustainment Management	✔	✔		
PQM 101 Production, Quality, and Manufacturing Fundamentals	✔	✔		
Education				
Master's degree, preferably with a major in engineering, systems management, business administration, or a related field				
Experience				
2 additional years acquisition experience, preferably in a systems program office or similar organization				

Notes:

1 The Core Certification Standards section lists the training, education, and experience REQUIRED for certification at this level.

2 "(R)" following a course title indicates the course is delivered as resident based instruction.

5 When preparing your IDP, you and your supervisor should consider the training, education, and experience listed in the Core Plus Development Guide at this and the lower level(s) if not already completed.

11 Workforce members assigned to the position(s) listed in the Unique Position Training Standards section MUST meet these training standard(s) within 24 months of assignment.

Criteria for Identifying an International Position

- **Program Management Career Field positions providing support to international acquisition programs and technology projects, where more than 50% of the work is international related**

- **An international project/program is characterized by one or more of the following criteria:**
  - **Designated an international program/project or high-potential future foreign sales program (Foreign Military Sales or Direct Commercial Sales) by the USD(AT&L) or Component Acquisition Executive, or as further delegated**
  - **Associated with a Technology Development Strategy or Acquisition Strategy with an international system or cooperative opportunity identified**
  - **Associated with an international agreement, upon submission or approval of a Summary Statement of Intent or with international agreement entered into force**
  - **Associated with an approved Letter of Offer and**

International Acquisition Career Path (IACP) Positions

3rd QTR FY 2011 DAU Data Call

► 561 Positions Coded PM-IA ◄

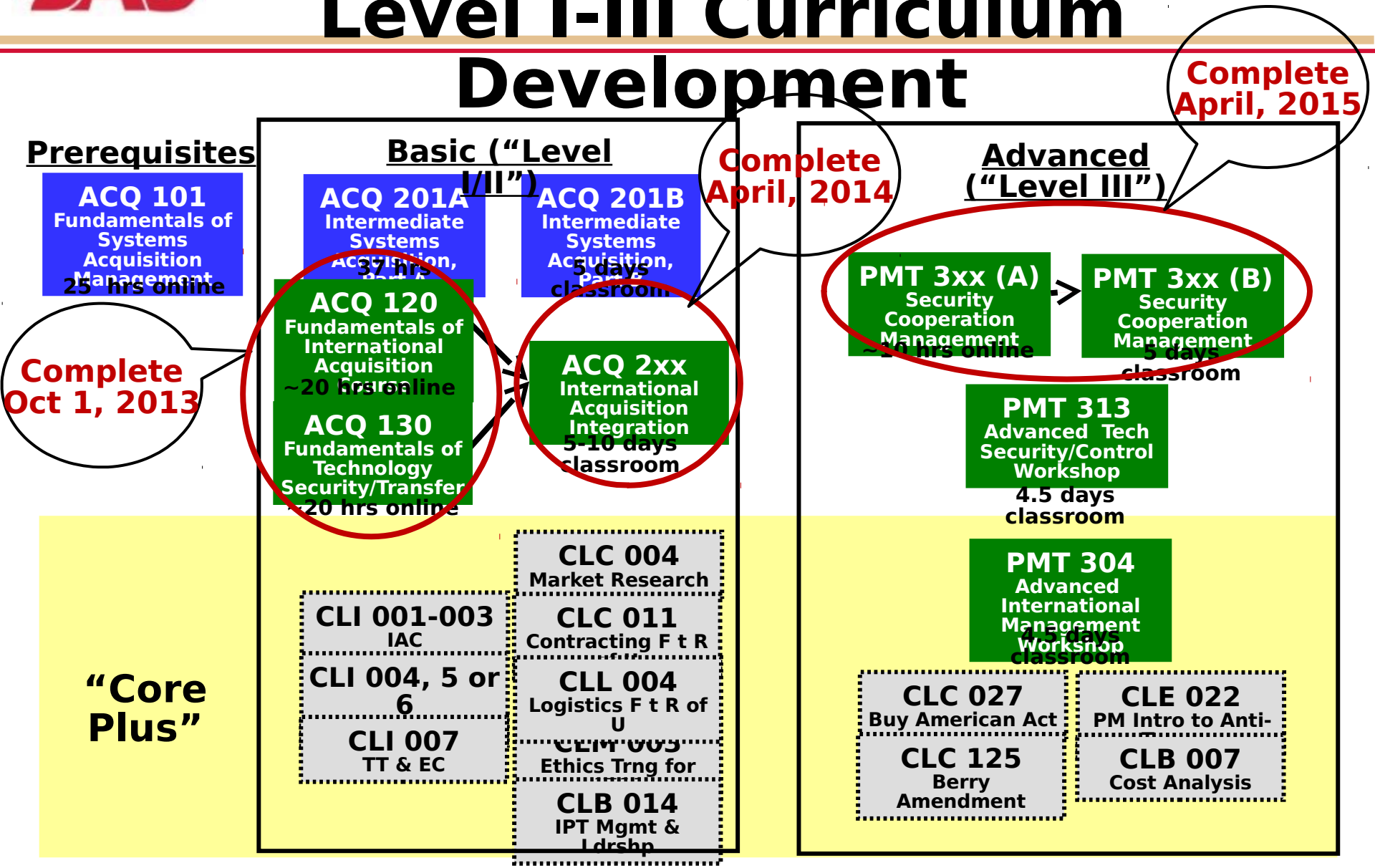
► 59 (10.5%) met IA training requirements; 502 not met (89.5%) ◄

► Air Force Coded 455 IA Positions in Other Career Fields ◄

PM-IA Positions Coded	Army	Navy	Air Force	4th Estate	TOTALS
TOTALS 3rd QTR	75	218	257	11	561
TOTALS 2nd QTR	74	230	255	10	569
TOTALS 1st QTR	52	252	257	12	573

Curriculum Development – Next Level

Career Path Level I-III Curriculum Development

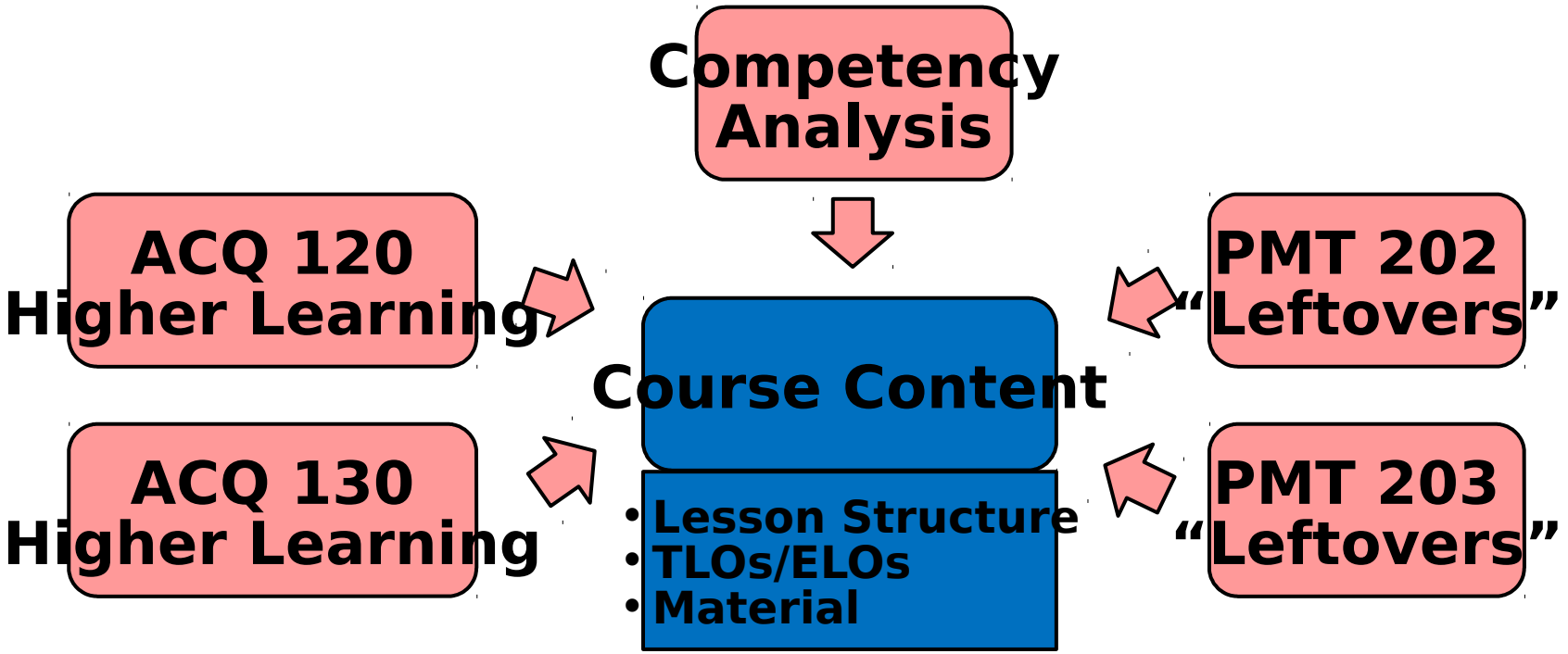


Curriculum Development Priorities

- Fundamentals of International Acquisition Course (FIAC, ACQ 120)
- Fundamentals of Technology Security/Transfer (FTS/T, ACQ 130)
- **International Acquisition Integration (IAI, ACQ 2XX) – FY 13/14**
- **Security Cooperation Acquisition Management (PMT 3XX) – FY 14/15**
- **New CLI's (assess requirements**

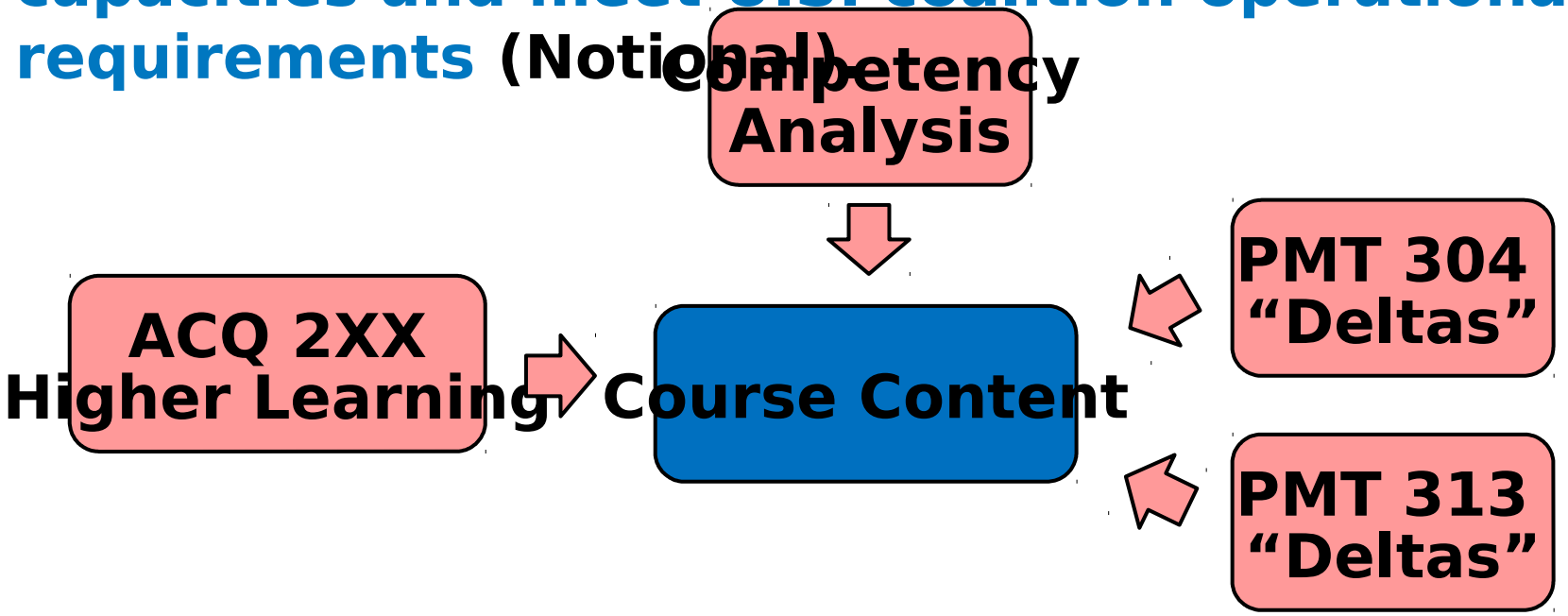
ACQ 2XX
International Acquisition Integration

d training on Units of Competence in practical exercis



3XX
"Security Cooperation Acquisition Management"

Presents/analyzes issues involved with applying international acquisition tools to enhance security cooperation and international acquisition outcomes to build partnership capacities and meet U.S. coalition operational requirements (Notional)



Transition Plan

IACP Implementation Plan

- **IC-sponsored CNA study recommended IACP be expanded to other career fields**
- **Positive discussions with DACM representatives**
- **Position Category Description (PCD) coordinated**
- **Implementation approach and schedule unclear**

Mission Assistance

DSMC Outreach/Collaborative Activities (1)

- Reciprocal visits/discussions
- “Administrative/Professional (APEP) or Engineering/Science (ESEP) Exchange Personnel Programs
- Core Partner in International Defense Educational and Acquisition Arrangement (IDEAA) seminar
  - U.S., Germany, United Kingdom, France, Spain, Sweden, Australia
  - Canada, Italy, Singapore considering membership
  - Forum sharing acquisition and educational issues and solutions for mutual benefit
- Advise/assist Foreign Students in DAU courses – can include **tailoring and delivering DAU training at requestor locations**
- Seminars/Workshops
- DAU Consulting Services or Mission Assistance

DSMC Outreach/Collaborative Activities (2)

Seminar/Workshop Examples

- **U.S. Acquisition Basics:** 2-3 day seminar discussing highlights of basic acquisition in the U.S.

- **DAU Training Concepts/Architecture, Guidelines, and Process:** 3-5 day workshop

Consulting Services or Mission Assistance

- **Train-the-Trainers: Exposing a key foreign cadre to how the U.S./DAU plans, develops, and delivers managed, effective training to the acquisition workforce.**

- **A consulting plan to support a Country's assessment of the U.S. acquisition workforce certification and training**

Mission Assistance (Tailored/Targeted Training)

- **Recurring**
  - **International Acquisition Seminar (IAS) (August every other year)**
  - **DISAM Executive Course (3x/year)**
  - **SSCF 3-day International Acquisition Management seminar (CNE, MW, South)**
  - **Joint Counter Intelligence Training Academy (JCITA) (~10x/year)**
  - **"FUSA for foreigners project" (In planning - DASA DEC interest)**

International Outreach/MA Policy

- **"DAU Mission Assistance" requests/tasking:**
  - **DAU has been a very effective, proven outreach tool: non-controversial, non-adversarial, relationship supporter/builder**
  - **Need IC support, direction, priorities to commit DAU resources and respond**
  - **"Competition" with Naval Post Grad School (DSCA: "NPS is the Acquisition training school of choice for Int'l students")**

- **DSMC-I typically budgets for a small number (2-4) of outreach events each year – expect to be unable in the future due to DAU budget-priorities posture**

- **Additional required funding may have to come from either from OSD, COCOMs, or FMS cases.**

- **Typical final decisions are either to support internally, pass/share support with other campus(es), reduce level**

Knowledge Management/Sharing

DAU-DISAM Cooperation

- **<u>November 2002 Letter Of Intent:</u> "DAU & DISAM will enter into good faith negotiations to create a strategic partnership"**

- **DISAM:**
  - **Part of IACP competency effort**
  - **Attends and contributes to W/AG**
  - **Annual reviews of DAU curriculum**
  - **Presents Security Assistance content in DAU courses**

- **DAU:**
  - **Participates in annual DISAM Curriculum Reviews**
  - **Presents Acquisition /IAC content in DISAM SCM-E three times annually**

"The Other IACP"

AT&L Directed

International Acquisition Career Path

- Attached to PM Career Field
- Statutory basis
- Initiation: Coded by DACM
- Criteria: Core Plus Development Guides
- Recognition: Upon DACM

DSCA Directed

International Affairs Certification Program

- Many functional areas
- DSCA Directive 5012, April 2008
- Initiation: On-line application
- Criteria: DSCA website
- Certificate (Level I, II, III)

DAU Courses Count

DISAM Courses Do Not Count

IDEAA Update

- OSD decided in January to cancel ("defer") this June's U.S. - hosted IDEAA seminar one year
- IDEAA Secretariat pressing for an IDEAA "Summit" in Europe during fall timeframe - DT tentatively to go?
- Way forward: station keeping, relationship mending, continued project activity
  - The promoting institutions agreed to evaluate the potential to implement a formal IDEAA agreement replacing the current "arrangement." DAU President initiative
  - There is a second DAU President's initiative to design, complete, and present a "Value of Acquisition Training" study

International Community of Practice (ICoP)

ICoP Update

- **DAU sponsors many KS/CoP activities on their websites:**
  - Defense Acquisition Portal (DAP)
  - Acquisition Community Connection (ACC)
- **DAP and ACC websites have both 'public domain' and 'CAC-only' capability -- target audiences are:**
  - 'Generalists' inside/outside the Defense Acquisition Workforce
  - Int'l Acquisition 'SMEs' in AT&L/IC and the DoD Components
  - Defense contractors (support/prime/sub/suppliers)
- **DSMC-I is in the process of revitalizing the Int'l Acquisition 'content' of DAP and ACC**
  - New DAP 'landing page' with DAU-I Int'l Acquisition 'Blog' already deployed
  - We are revising the ACC Int'l Acquisition Management CoP

Assistance Needed

Assistance Needed

- **Mature/evolve IACP Implementation plan**
  - **Senior influence w/DACMs: survey, code, manage/assign training seats, credentialing**
  - **Engage with other FLs/FIPTs to energize assessment of IACP learning content in other career paths**
- **Advocate with DAU President and ASD(A) for stable financial support for IACP elements during sequestration pressures**
- **Advocate for, and encourage DAU support for foreign collaborative/MA efforts consistent with IC objectives**
- **Continue supporting fundamentals-level**